

**Elizabeth Yee, Vice President, Resilience Finance at 100 Resilient Cities, pioneered by the Rockefeller Foundation, and Barclays Alumna**

Tell us about your career with Barclays?

My first role was in the Lehman Brothers (acquired by Barclays in 2008) San Francisco office, where I was focused on building out our California government practice with states, counties and cities. While there, I had the opportunity to develop the structure for the California Economic Recovery Bonds, as well as transactions to finance waste facilities, hospitals, governmental buildings, as well as other social infrastructure projects. I was then transferred back to New York to begin building a practice and growing a new team focused on Public Power and Utilities practice. My last position before my departure was as a Senior Vice President focused on covering U.S. Public Power & Utilities clients as part of the Public Finance division at Lehman Brothers. Our responsibilities included the sourcing, structuring and execution of power and utility related projects, which included debt, interest rate derivatives and commodities hedging transactions. I also was responsible for working with our U.S. regional teams in developing financing opportunities to address pension and post-employment benefit liabilities.

What did you enjoy

The collegiality and team work within my team and department, as well as engaging with my clients in developing solutions that enabled them to achieve their financial goals. I still remain in touch with many colleagues and clients, and have since collaborated with them in different ways.

What were your reasons for leaving?

100 Resilient Cities (100RC) was less than a year old when I was asked to join, having just received a \$170 million grant from the Rockefeller Foundation with a mandate of helping cities become more resilient to the physical, social and economic challenges that are a growing part of the 21<sup>st</sup> century. I couldn't pass up the urgency and importance of the work, coupled with an opportunity to leverage my knowledge of finance and government towards building a fledgling organization and playing an instrumental role in developing an emerging global practice around urban resilience.

What is your role now?

I have been at 100RC for nearly four years. Over that time, my role has evolved and continued to build on my organizational development skills. I was first hired to develop and lead our strategic partnerships and solutions practice. Once we had 100+ academic, not-for-profit and corporate partners on board and engaged in supporting our cities in their resilience strategy development work, I transitioned to create a new practice called "City Solutions" which capitalized on our partnerships and really began to build our organizational muscle around the implementation of solutions to advance a city's resilience building efforts.

Earlier this year, I began developing and leading 100RC's new focus on Resilience Finance, which supports the financial development and implementation of the resilience

projects that our team, cities and Chief Resilience Officers have developed as part of the resilience strategy process. In short, my team is working with our network of cities to develop bankable resilience projects. We are also in the process of developing an urban resilience infrastructure fund with the Rockefeller Foundation. While each city is unique in many ways, the resilience challenges and projects are incredibly similar – for example, over 60% of the 1,000 cities who applied to be part of our network had challenges relating to flooding. At least 10 of our cities are actively exploring financing options for green infrastructure and urban canopy, and at least five of them are exploring seismic retrofits to educational facilities.

**What do you feel an Alumni programme can offer?**

Connections and networks, in particular a supportive community that provides the opportunity to engage with people who have a shared journey, and have used their finance knowledge as a catalyst to launch new businesses and ideas.

**If you had to share advice to a Barclays Alumni who was considering an option to return, what would you say?**

Make sure your new role at Barclays is on the frontier of where the business is orienting and gives you a clear runway and measurable opportunity for success. The role itself should capitalize on the skills you've built while away from Barclays and enable you to make a meaningful contribution to the firm while growing your own knowledge.